



***2002 - 2006***  
***Strategic Plan***





## ***Director's Message***

I am pleased to present to you the Department of Environmental Quality's updated Strategic Plan. This plan offers clear accountability for the investment made in our Department. The agency has prioritized its activities to address Idaho's environmental needs, and is shifting its focus to environmental results, rather than process. Our performance management system allows us to monitor where our efforts are being directed and we can identify areas where emphasis may be increased, decreased, or where efficiencies can be gained. We are also able to identify per-unit cost for department deliverables. We would now be considered profitable, when analyzed from a business perspective.

The management system establishes consistent and predictable delivery of environmental programs. We will also continue to strengthen the principles and values by which we do business. Our agency leaders must show the way to instill standards in our work force that have the greatest positive impact on the quality of Idaho's air, land, and water.

Now is not the time to rest. The resources already allocated to us need to be further directed toward environmental results and even less emphasis placed on process. To the maximum extent possible, I plan to shift our existing resources toward Idaho's priorities before requesting any additional funding. To accomplish this, we must strengthen our environmental outcome-based performance measures, and evaluate where our efforts do the most good for the citizens of Idaho.

In the coming year, the Board of the Environmental Quality and the Department will be soliciting public input toward the development of a long range environmental vision for Idaho.

C. Stephen Allred  
Director, DEQ

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# ***2002-2006 Strategic Plan***

## ***Mission***

To protect human health and preserve the quality of Idaho's air, land and water for use and enjoyment today and in the future.

## ***Vision***

DEQ envisions a future for Idaho's citizens wherein quality of life is enhanced by the quality of the environment. We will assess, sustain, preserve, and enhance environmental qualities in partnership with communities and businesses, and in concert with the economic vitality of the state.

## ***Background***

DEQ manages a broad range of activities, including: identification of problem areas; regulation of facilities that generate air, water, and hazardous waste pollution; air and water quality monitoring; clean-up of contaminated sites; and providing education and technical assistance to businesses, local and state government agencies, and Idaho citizens.

The Idaho Board of Environmental Quality assists DEQ in the development of priorities and reviews our planning process.

## ***Terms We Use in Tracking Our Progress***

**Focus:** Emphasis given to targeted projects

**Key Actions:** Work DEQ does to improve the environment

**Forecasting:** DEQ's strategy over the next five years

**Environmental Indicators:** Track changes in the environment (it can take years to modify trends)

## ***Principles and Values***

DEQ's principles and values establish a framework for day-to-day activities and are integrated into all DEQ accomplishments.

They guide our behavior and are important concepts considered in our decision-making.

- Rely on science and common sense to guide decisions and achieve results
- Manage proactively by utilizing prevention-based approaches
- Improve State/federal relationship to support State leadership
- Support local efforts to achieve and sustain a healthy environment and economy
- Serve and satisfy customers through simplicity, accountability, and predictability
- Recognize the role of Idaho's environmental assets in promoting economic vitality
- Embrace diversity and promote teamwork
- Recognize DEQ's greatest resource by developing, attracting and retaining professional staff

# ***Six major issues facing the State of Idaho with key actions***

- 1. Improve Environmental Quality in Areas Subject to Past or Present Mineral Extraction Activities . . 4**
  - Remediation / setting cleanup standards
  - Agency coordination / negotiations – Memorandums of Agreement (MOAs)
  - 401 certifications for State Water Quality Standards
  - Total Maximum Daily Loads (TMDL) / Endangered Species Act issues
  - Monitoring
  - Closure plan review
- 2. Improve Ground Water Quality in Identified Degraded Areas and Protect All Ground Water . . . . . 7**
  - Wastewater land applications permits and follow-up
  - Source water assessment / protection
  - Coordination with other interested parties
  - Public outreach / education
  - Remediation activities affecting ground water
  - Wastewater loan programs
  - Solid waste management
  - Wastewater facility plan and specification review
- 3. Improve the Surface Water Quality in Areas Identified as Not Supporting Their Beneficial Uses  
or Where the State Believes Threatened or Endangered Species Exist . . . . . 8**
  - TMDLs and implementation plans
  - 401 certifications / 404 permits / stream channel alteration
  - Completion of the 303(d) list of waters not meeting their beneficial uses
  - Water quality standards designations
  - Wastewater loan programs / funding for non-point source projects (319 funding)
- 4. Protect Public Health by Maintaining or Improving the Quality of Idaho’s Drinking Water . . . . . 9**
  - Issue infrastructure grants and loans
  - Perform sanitary survey inspections
  - Develop capacity in systems
- 5. Attain or Maintain Air Quality Standards in All of Idaho’s Airsheds . . . . . 10**
  - Airshed management plans
  - Monitoring
  - Emission inventory and modeling
  - Permit issuance / transportation needs
  - Compliance / enforcement
- 6. Ensure Safe Waste Management, Cleanup and Removal at the Idaho National Engineering  
and Environmental Laboratory . . . . . 11**
  - Solidify liquids in the INTEC tank farm and treat high level waste for removal from Idaho
  - Ensure wastes are shipped out of Idaho on schedule
  - Ensure remediation efforts continue
  - Ensure dry storage for spent fuel

# ***Improve Environmental Quality in Areas Subject to Past or Present Mineral Extraction Activities***

## ***Focus***

Coeur d'Alene River Basin and the Southeast Idaho Phosphate Fields

## **Coeur d'Alene River Basin (Basin)**

The Coeur d'Alene River Basin faces significant human health and environmental issues, due to past mining and smelting practices.

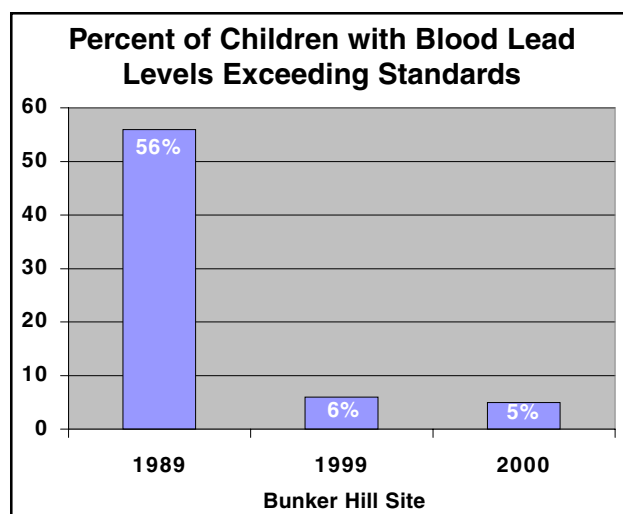
### ***Key Actions for this year***

#### **Basin**

- Issue proposed remedial action plan
- Complete record of decision
- Develop 5-year state funded project plan
- Develop site-specific water quality criteria for metals

#### **Bunker Hill**

- Complete airport remediation project
- Complete site remedial action infrastructure
- First property transfer from EPA to the State of Idaho



### ***Forecasted within five years***

#### **Basin**

- Develop short and long term remedial action implementation plans
- Implement and conduct successful and sustainable long-term cleanup activities to improve the environment and health of the area – emphasis on high metal-loading source areas and surface water contamination
- Form agreement with Tribes, and State and federal agencies, to establish a Basin Commission as approved by the legislature
- Settlement of natural resource damage lawsuits

- Finance the Trust Fund that was established by the legislature to support cleanup
- Stabilize and improve the economic vitality of the area

#### **Bunker Hill**

- Ensure completion of residential area remediation
- De-list residential areas from Superfund

### ***Environmental Indicators***

- Improved water quality trends in the Basin (metal load trends) to meet water quality standards
- Lower blood lead levels in children

## Southeast Idaho Phosphate Fields

Some waste rock generated during phosphate mining contains a naturally occurring metal, selenium. Selenium contaminated surface water has been linked to livestock deaths.

### *Key Actions for this year*

- Complete human health risk assessment
- Complete ecological risk assessment
- Complete Regional Risk Management Guidance with set limits for different media
- Establish and schedule a monitoring network
- Begin site-specific investigations

### *Forecasted within five years*

- Obtain site-specific agreements with mining companies to clean up mines as prioritized
- Complete investigations on all 14 phosphate mining sites
- Begin engineering evaluations/corrective actions for sites which require remediation
- Formalization of Best Management Practices by Idaho Department of Lands with rule making

### *Environmental Indicators*

- Reduced levels of selenium and other contaminants present in exposed soil, surface water, and ground water to meet environmental standards

#### **Selenium Facts**

##### **Selenium Criteria:**

Maximum contaminant level in drinking water . . . . .	50 ppb
Livestock drinking water . . . . .	50 ppb
Acute level for aquatic life . . . . .	20 ppb
Chronic level for aquatic life . . . . .	5 ppb

##### **Results from Testing:**

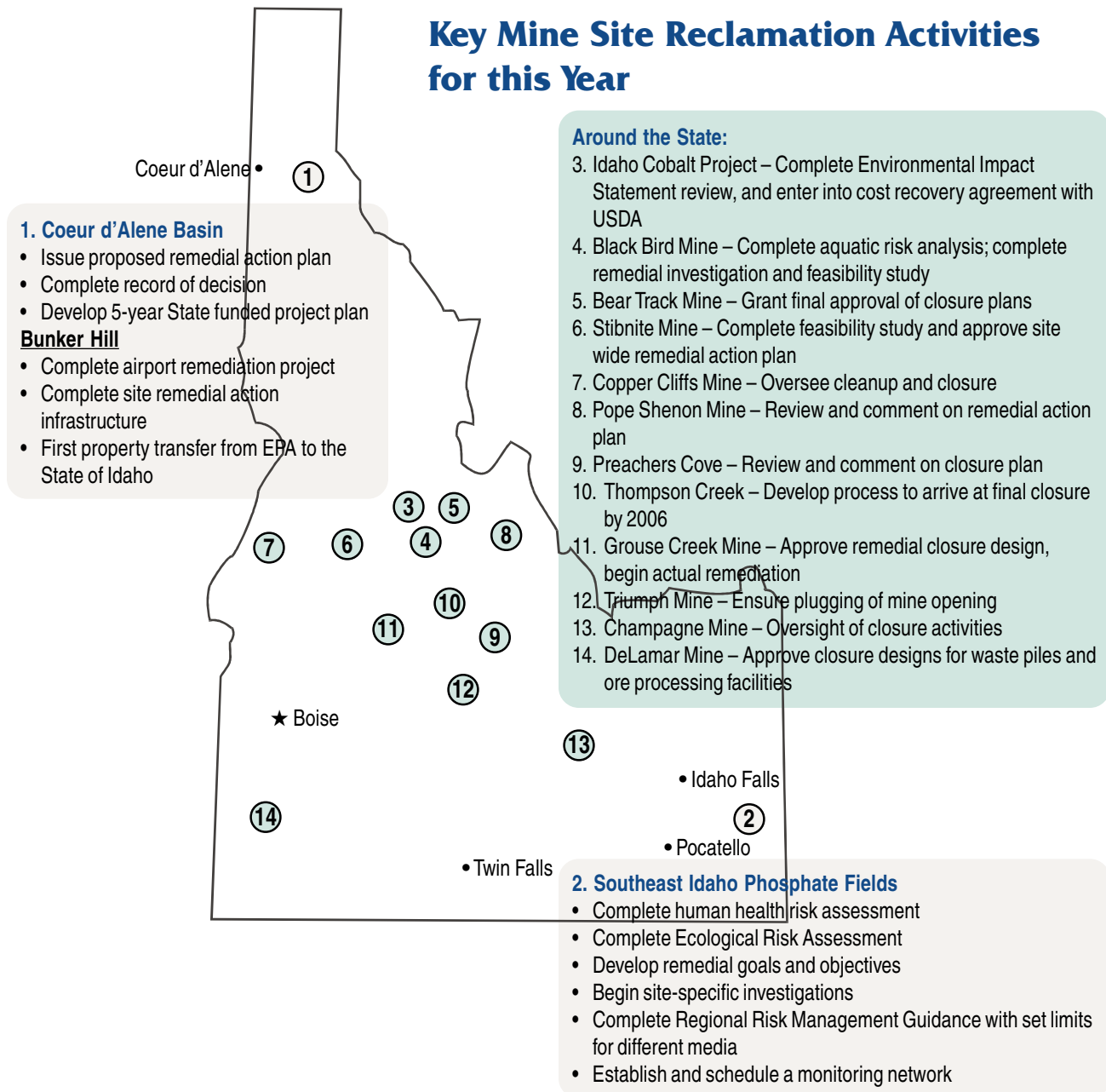
Surface Water Levels in Area . . . . not detected to 1550 ppb

These levels are taken into account in the development of Regional Risk Management Guidance and site specific investigations.

\* ppb = parts per billion

# Mine Site Reclamation Around Idaho

## Key Actions for this year



## Forecasted within five years

- Complete private and State lead mine remedial actions on private lands, based on established priorities
- Develop Best Management Practices with the Idaho Department of Lands for new and active mines, consistent with inactive mine cleanups

## Environmental Indicators

- Improved water quality trends in mining areas
- Increase in number of mine sites where cleanup or restoration has been completed



# Improve Ground Water Quality in Identified Degraded Areas and Protect All Ground Water

## Focus

Areas with elevated nitrate levels, Portneuf aquifer recategorization protection project, wastewater land application practices, solid waste management

## Key Actions for this year

- Develop and implement a long-range ground water protection plan
- Develop a priority list for degraded ground water quality areas
- Implement ground water monitoring policy for small community exempt municipal solid waste landfills
- Promulgate and adopt more comprehensive Solid Waste Management Rules, to include radiological materials not regulated by the Nuclear Regulatory Commission (NRC)
- Ensure completion of remedial activities at 65 contaminated sites around the State
- Ensure completion of cleanup at 45 leaking underground storage tank (LUST) sites
- Develop proposed rules and management plan for a State run Underground Storage Tank Program
- Ensure completion of remedial action at Kerr McGee
- Develop guidance for the Ground Water Rule
- Develop catalog of ground water Best Management Practices (BMPs)
- Work with Department of Agriculture to develop aerial applicator BMP
- Publish comprehensive water quality status report (305b)
- Complete ground water management plan for Twin Falls area
- Add one new monitoring area for nitrates
- Develop Scott Creek/Mann Creek Management Plan
- Develop Regional Ground Water Management Plan for the Lewiston area
- Complete 76 inspections of wastewater land application units

## Forecasted within five years

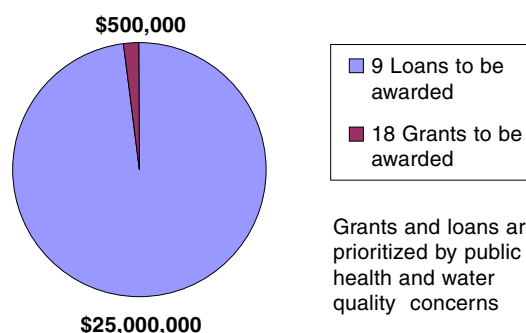
- Complete a long term plan for Portneuf Valley aquifer protection
- Facilitate local development, support, and implementation of ground water quality plans

- Implement a tracking system for solid wastes
- Develop risk-based corrective action standards for triggering cleanup
- Develop two ground water implementation plans per year
- Increase percent of hazardous waste facilities in compliance
- Review nonmunicipal landfill siting applications

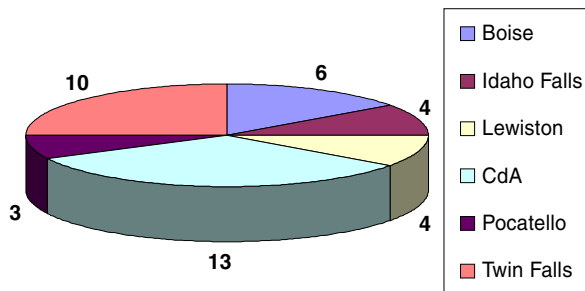
## Environmental Indicators

- Improved trends within degraded ground water quality areas
- Increase in the number of aquifers meeting safe drinking water standards

### Wastewater Grants and Loans to be Awarded in FY2002



### Wastewater Land Application Permits Planned for FY2002 Total: 40





# Improve the Surface Water Quality in Areas Identified as Not Supporting Their Beneficial Uses or Where the State Believes Threatened or Endangered Species Exist

## Focus

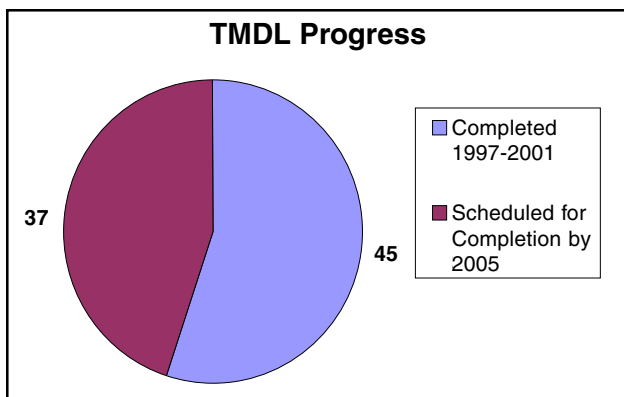
401 Certifications, Temperature Standards, Storm Water Impacts

## Key Actions for this year

- Adopt rules or guidance to clarify 401 certification process
- Finalize water body assessment guidance
- Assess '97-'00 DEQ water quality data to determine compliance with water quality standards
- Revise temperature standards to protect fish
- Provide 245 water quality designations for beneficial uses
- Complete 10 TMDLs\* as shown on map
- Provide workshops to local interests for addressing storm water impacts and drinking water source protection

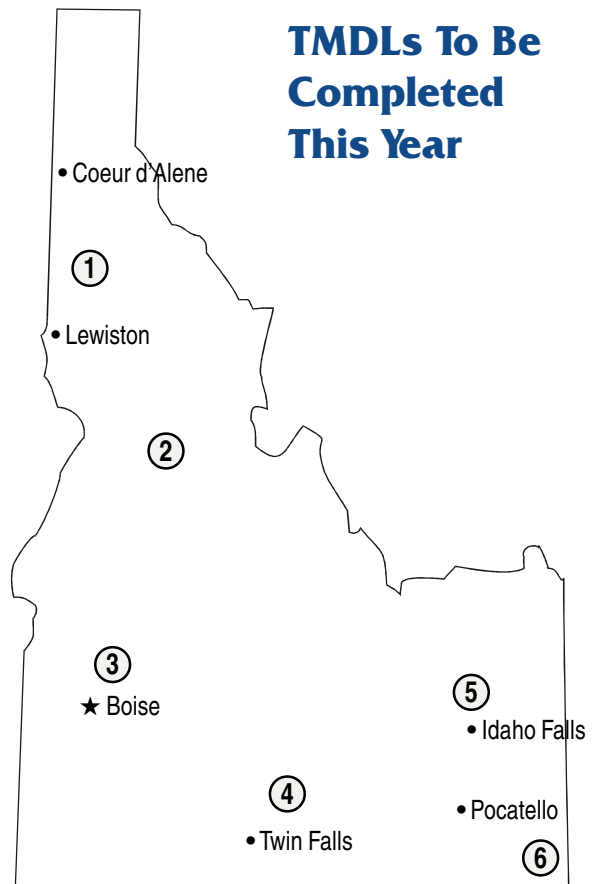
## Forecasted within five years

- Develop Implementation Plans that prescribe on-the-ground actions and procedures needed to clean up surface waters identified through the TMDL process and track progress
- Designate and assess beneficial uses for Idaho's waters
- Complete all TMDLs by 2005



## Environmental Indicators

- Stream and river miles assessed meeting water quality standards



1. St. Joe River
2. Middle Fork Clearwater River, Lower North Fork Clearwater
3. Middle Snake-Succor, South Fork Payette
4. Raft River, Goose Creek
5. Willow Creek, Idaho Falls
6. Lower Bear-Malad River

\*Total Maximum Daily Loads (TMDLs): Involve assessments of water quality and pollution sources and identify what needs to be done to improve water quality.

# Protect Public Health by Maintaining or Improving the Quality of Idaho's Drinking Water

## Focus

Drinking water infrastructure grants and loans, sanitary survey inspections of public water systems, capacity development of systems

## Key Actions for this year

*Actions include the Health Districts' efforts under contract with DEQ.*

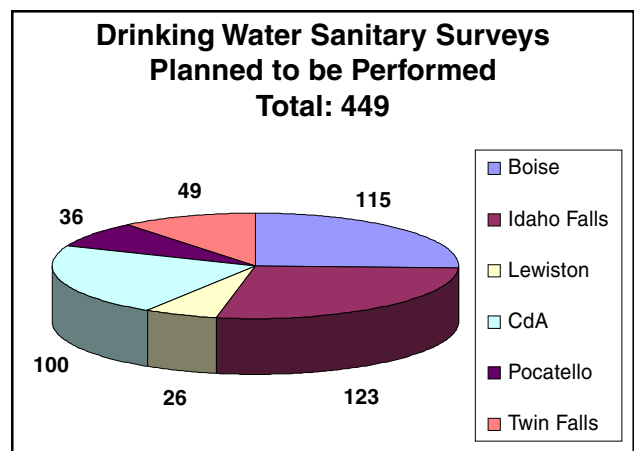
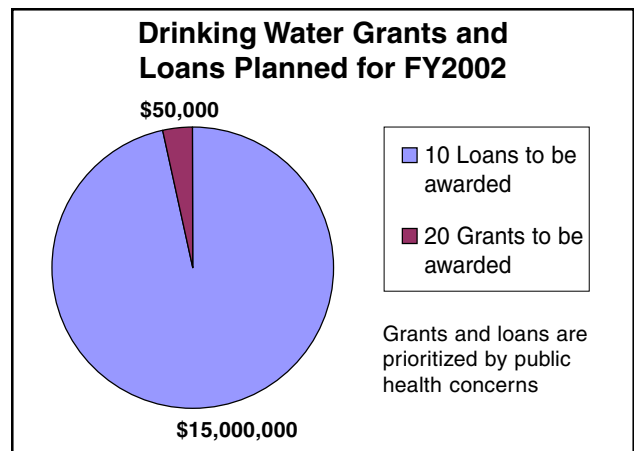
- Issue 20 grants and 10 loans to improve drinking water system infrastructure
- Implement operator certification
- Perform 449 sanitary survey inspections on public water systems (PWSs)
- Promulgate public notification and radionuclides rules
- Complete business planning handbook and provide water system financial training for capacity development
- Provide technical assistance to 80 small PWSs on proper operation and maintenance for capacity development
- Perform 240 drinking water studies on ground water potentially under the direct influence of surface water
- Perform 1,060 drinking water plan and specification reviews
- Coordinate and initiate electronic data interchange (EDI) with the State Laboratory

## Forecasted within five years

- Promulgate and implement the following drinking water rules: Arsenic, Ground Water, Radon, Enhanced Surface Water Treatment, Stage 2 Disinfection and Byproducts
- Revise and update engineering standards
- Provide proactive public education and technical assistance to PWSs
- Increase the number of grants and loans made to PWSs to achieve or maintain compliance
- Complete all source water assessments and encourage communities to implement protection activities

## Environmental Indicators

- Absence of waterborne illnesses from PWSs
- PWSs in compliance with regulations



# Attain or Maintain Air Quality Standards in All of Idaho's Airsheds

## Focus

Airshed management in the Treasure Valley, Portneuf Valley and Clearwater Valley  
Develop the regulatory and technical structure to support airshed management

## Key Actions for this year

### Treasure Valley

- Complete a Treasure Valley road dust study
- Complete the North Ada County PM10 Maintenance Plan
- Complete the North Ada County CO Maintenance Plan
- Publish Development of an Airshed Management Program for the Treasure Valley

### Portneuf Valley

- Prepare an emission inventory to support development of a Pocatello PM10 State Implementation Plan
- Begin dispersion and receptor modeling

### Clearwater Airshed

- Begin Clearwater Smoke Management Plan
- Develop and sign a Clearwater Airshed MOA

### Statewide

- Use rules, rather than permits, for hot mix asphalt operations
- Issue scheduled air permits (see graph)
- Prepare a Natural Events Action Plan for wildfire
- Prepare emission inventories for Portneuf Valley, Treasure Valley, and an update for Sandpoint and Pinehurst areas
- Complete statewide emission inventory of PM2.5 and ozone precursors (ozone forming compounds) for regional haze and airshed modeling

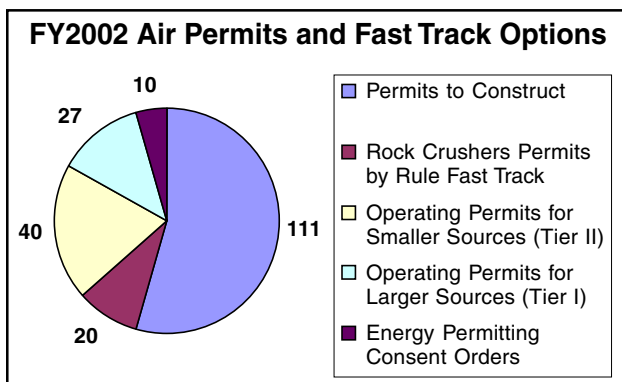
- Characterize PM2.5 air quality status in the Treasure Valley, Portneuf and Panhandle Airsheds where DEQ has measured pollution levels for three years
- Begin monitoring ammonia concentrations
- Add real-time monitoring and reporting of air pollution levels in Soda Springs, Moscow and Weiser

## Forecasted within five years

- Develop airshed management plans and strategies and complete Clean Air Act requirements for Treasure Valley - 2006, Portneuf Valley - 2006, Clearwater - 2007
- Develop emission inventories and modeling tools and use to evaluate compliance status for airsheds
- Continue to expand the use of rules, rather than permits, by promulgation of a portland cement plant rule
- Replace Permits to Construct with Operating Permits
- Complete issuance of Title V Permits
- Initiate development of state regulations to protect visibility in national parks and wilderness areas as required by the federal Regional Haze Rule
- Evaluate and, if appropriate, promulgate ambient air quality standards to manage health risks associated with odorous compounds
- Assess health concerns from toxic and hazardous air pollutants through development of a toxic air pollutant statewide emissions inventory (2003) and monitoring strategy (2004). Developed regulations as needed
- Negotiate a settlement for agricultural burning in northern Idaho

## Environmental Indicators

- Improved air quality trends in Idaho for all pollutants
- Attain and maintain the particulate matter air quality standards in the Treasure and Portneuf Valleys
- Idaho's Class I areas meet visibility protection goals through the Regional Haze Rule



# ***Ensure Safe Waste Management, Cleanup and Removal at the Idaho National Engineering and Environmental Laboratory (INEEL)***

## ***Focus***

Maintain and enhance public confidence in Idaho's regulation and oversight of the INEEL. Ensure compliance with legal agreements with the State of Idaho.

## ***Key Actions for this year***

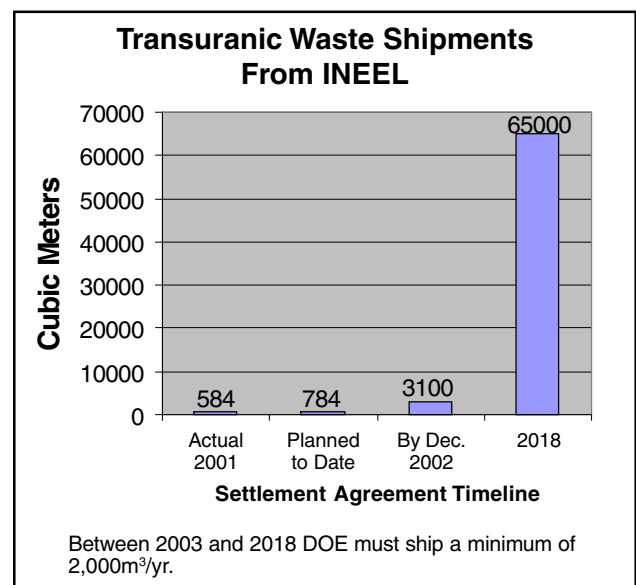
- Ensure the U.S. Department of Energy (DOE) is performing work needed to make cleanup decisions for buried wastes at the Radioactive Waste Management Complex
- Ensure startup of new ground water pump and treat system at Test Area North
- Conduct review of INEEL's hazardous waste treatment permit application for evaporation facilities at the Idaho Nuclear Technology and Engineering Center
- Retool Oversight Program website to provide greater access to INEEL monitoring data

## ***Forecasted within five years***

- Fully permit or close all interim status hazardous waste management facilities according to schedule
- Make decision for cleanup of buried wastes at the Radioactive Waste Management Complex
- Ensure DOE reduces risks from INEEL surface soil contamination by consolidation, capping and/or shipment offsite
- Ensure DOE ships 11,100 cubic meters of transuranic waste out of Idaho in compliance with the 1995 Settlement Agreement
- Ensure DOE stops use of pillar and panel storage tanks for liquid high-level waste and begins tank closure

## ***Environmental Indicators***

- Reduction of risks from contamination caused by historic INEEL operations
- Amount of transuranic waste shipped from INEEL to permanent waste repository
- Compliance with emission standards



## ***Support Divisions***

The three supporting divisions of DEQ, Technical Services, Administrative Services, and Planning and Special Projects provide technical expertise and supporting services to keep the Department functioning smoothly. DEQ is constantly striving to achieve efficiencies in the way we conduct business, and to attract and retain the highest quality, most knowledgeable environmental experts.

Following is a list of key activities the three support services divisions will be performing in the coming year to help ensure the Department meets its goals.

### ***Administrative Services***

- Determine and implement consistent method for pre-offer salary comparisons
- Target agency training needs and priorities to efficiently provide professional development of staff
- Automate accounts receivable system
- Design and implement a contracts monitoring system
- Finalize transition of accounts payable system to regional offices
- Implement ability to perform online financial reports
- Develop customer service performance measures
- Expand intranet capabilities
- Implement DEQ Quality Management Plan
- Implement an Employee Recognition Program

### ***Technical Services***

- Develop annual Technical Services staffing and training plan
- Develop inspector certification program
- Develop recruitment program for training entry-level staff with relocation of position to a regional office in one year
- Promote DEQ's work environment that supports pursuit of professional registrations and certifications
- Obtain authorization to perform lower priority projects with each work order when original project is completed at less than budgeted cost
- Continue to provide cross-training opportunities to staff, as a career enrichment tool

### ***Planning and Special Projects***

- Finalize FY2002-2006 Strategic Plan
- Facilitate the drafting of a State of Idaho Long Range Environmental Plan
- Publish a 2002 Annual Report
- Publish a State of the Environment Report

## ***External Factors***

### ***Succession Planning***

DEQ management is identifying and developing staff to serve as potential successors for management positions when openings arise. Development and training opportunities, internships, and other means of "growing

our own" future staff are also being pursued for positions that require unique or highly specialized technical knowledge. A Succession Plan will be created to formalize these strategies.

# ***Emerging Environmental Issues in Idaho***

## ***Electronic Garbage***

Currently many thousands of tons of electronic garbage are being discarded as part of the solid wastestream. Examples of discarded electronic devices include computers, televisions, and communications equipment. With the introduction of low-cost, readily available personal computers and the upcoming replacement of standard-definition television with high-definition television, this trend will undoubtedly continue and probably increase as technological advances render electronic devices out-of-date. While safe to use, this presents an environmental protection problem, as heavy metals, such as lead, mercury, arsenic and cadmium, may leach from these components when they are disposed of in a landfill.

### **Environmental Concerns:**

- Heavy metals: lead, mercury, arsenic, and cadmium leaching to ground water
- High volume of this wastestream and available landfill space

## ***Drinking Water System Regulation***

Additional sampling, treatment, and reporting of drinking water will be required of public water systems very soon. These additional measures ensure that public health is protected by checking for contaminants and providing treatment when needed. Some small public water systems are opting to dissolve the water associations and change their status to unregulated, rather than comply. The unintended impact of the new regulations may result in more Idahoans being supplied drinking water that is not monitored or treated, thus protection of public health is lessened.

### **Environmental Concerns:**

- Less people receiving drinking water that is monitored and treated for contaminants

## ***Electricity***

There have been numerous proposals to enhance the available electrical generation capacity. These proposals include both short term strategies such as setting up portable diesel generators to handle peak loads and longer term strategies such as new natural gas fired power plants.

Development of these new electrical power sources will have environmental consequences and present a regulatory challenge to DEQ. New pollution sources require environmental reviews and permits. Areas with existing air quality problems have some of the most pressing needs for electrical capacity. Based on proposals received by DEQ, 3,000 megawatts of new capacity is projected to be online in the next two years compared to the 2,182 megawatts of total capacity available today. Whether this will resolve energy supply concerns is not known. In the meantime, efforts to conserve energy and promote energy efficiency will be a cornerstone of Idaho's ability to respond to this issue.

### **Environmental Concerns:**

- Increased pollution from energy generators
- Areas with highest energy needs have greatest air quality problems
- Other industries may realize a delay in receiving permits because of extreme increases in applications





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